Working Draft - Improvements and Solutions – October 13, 2004

The Redesign Team took all ideas and solutions identified by both the internal and the external focus group sessions and associated these with improvement opportunities listed in earlier renditions of the "Improvement Opportunities Matrix to develop this working draft (October 13, 2004). Because of further refinements to the "Improvement Opportunities Matrix" categories listed in this document may not be consistent with the final "Improvement Opportunities Matrix " dated October 21. 2004.

Financial Needs

Category Item: Adopt a positive relation with our legislators

Solution Code   **Solution description**

Solution Code	Solution description
4	Adopt a legislator
E13	Build constituencies by marketing ourselves and our program
G12	Build alliances with WTA, League of Municipalities, etc.
G13	Citizen monitoring? – recycling, open burning

Category Item: Demonstrate "waste as a resource" contribution to environment and long-term financial cost reductions

Solution Code   **Solution description**

Solution Code	Solution description
25	Work with other agencies to promote waste goals throughout state agencies.
27	Move from managing waste to eliminating waste.
35	Ban disposal of recyclables entirely.
D12	Develop funding mechanisms and financial incentives consistent with waste minimization and healthy environment
D16	Need to mesh funding with decided priorities
D17	Better connect EMS goals, funding, core work, and staff resources

Category Item: Identify work activities to reduce/eliminate due to budget reductions

Solution Code   **Solution description**

Solution Code	Solution description
2	Electronic reporting – more technology
29	Use video conferencing more.
30	Too much duplication in report requirements – costs too much.
31	Drop things like needs assessment, site life, size – set a maximum landfill size by law.

8	Electronic tracking of approvals/license request available to everyone.
C10	Have no new mandates/work without resources, this includes what we do to ourselves through rules, etc.
C26	Consistency Concerns: 1) Can/should be consistent in the application of policy, but must consider flexibility from facility-to-facility where you must consider site-specific factors. 2) Forget about consistency in policy and implementation and think
F19	Set maximum of 2 specialties per generalist
F21	Support staff are necessary. Technical staff members are not typists. Staff could use help with mailing, data entry, typing, information tracking, "failure for fee." They need program assistants that can assist staff, not who have other jobs and t
G14	We need pool cars
G3	Upgrade IT toolset, XP operating system, Office suite productivity tools, Arc GIS
G4	IT staff needs to be increased in waste program
G8	Support for databases: enough permanent staff, need money for more staff.
H15	Have statewide meetings and training

Category Item: Stabilize and diversity funding sources

Solution Code   **Solution description**

13	Need to change inequity of landfill tipping fees between states.
16	Explore / expand manufacturer responsibility to get funding – lessen taxpayer liability.
33	Add automatic compensatory calculation.
37	Eliminate fee exemption for daily cover.
39	Late fees for late submittals and/or for review of incomplete reports.
B3	Waste fees should fund program staff. Change laws to make sure we have sufficient funds (e.g. inflationary adjustments), staffing, and other resources.
D13	Remove conflict caused by disposal tipping fees funding the program, i.e. more landfilling = more revenue
D14	Separate funding so no fear of reprisal for policy or decision. Now funded by those regulated, which gives them more power than the public
G15	We need alternative funding sources
G16	Increase program revenue: Charge fees for expedited, charge for c/d waste, charge exempt ton.
G17	Charge for each exemption request
G6	Decrease dependence on regulated industry for program funding as this is a conflict of interest. Find new sources of money – one idea is a fee for all waste generators

Category Item: Structure

Solution Code   **Solution description**

D19	There's more than one way to achieve desired results when working with the public and businesses. How you handle situations can exacerbate tensions or can keep actions and issues from blowing out of proportion. We need to focus on those that draw l
I24	Organize around the greatest environmental benefit: minimize waste, minimize the impact of landfills
F24	Plan review staff should be physically in the regions if they are assigned there. Move C/D staff into the regions.

Innovation Needs:

Category Item: Coordinate/communicate w/ other programs, define roles

Solution Code   **Solution description**

I12	Combine into one program, integrating hazardous waste, solid waste, recycling, and R&R to remove artificial sub-program barriers
I16	Consider likely "mergers," which would simplify the program for the public. For example, merge CEA and R&R
I17	Resolve issue of Waste/RR overlap and inconsistency

Category Item: Create environment which encourages risk taking to achieve environmental gains

Solution Code   **Solution description**

12	Eliminate duplicative engineering reviews – contract engineer writes, DNR engineer re-writes. Should be double check to ensure meets regulations only. Don't redo work of others.
21	Reward innovation – green tier.
28	Performance based requirements vs. prescriptive code based.
31	Drop things like needs assessment, site life, size – set a maximum landfill size by law.
7	Develop culture of partnerships.
C12	Consider moving to an audit function for all plan review. Ask the fundamental question "why do we require this information (i.e. capturing groundwater parameters, recycling data, etc)?" or continue to hang on to a self-implementing program.
C13	Transition to self-implementing programs and stop hanging on to them, e.g. non-metallic mining.
C16	Streamline application processes with exchange for meaningful AUDITS
C7	Have teams of technical waste staff assigned to all facilities, regardless of the location of the facility and review staff so each facility has its own team. May be by type of facility or business. Should be skill-set based.
C9	Limit plan review to most environmentally significant facilities to reflect current staffing levels. This may require statutory changes
F23	Establish/continue research function

Category Item: Develop more trusting relations with stakeholders (with internals and externals)

Solution Code   **Solution description**

11	DNR needs to educate the public on what their role is in waste management, landfill siting, etc.
12	Eliminate duplicative engineering reviews – contract engineer writes, DNR engineer re-writes. Should be double check to ensure meets regulations only. Don't redo work of others.
17	Food waste composting standards – confusing, very cumbersome.
21	Reward innovation – green tier.
23	Interested party designee – be notified when something comes up.
26	Review and revamp ch. 289 to make relevant to current landfill technologies. Flexibility to consider technology changes w/o needing code revisions.

28	Performance based requirements vs. prescriptive code based.
31	Drop things like needs assessment, site life, size – set a maximum landfill size by law.
4	Adopt a legislator
7	Develop culture of partnerships.
9	Share drafts & discuss – better cooperative environment for approvals.
A11	Program goals should drive policy decisions (e.g. 0 waste versus 2000' leachate lines)
A12	Develop guidance for: Low hazard exemption, self-implementing, self-reporting
A5	Provide leadership, support local governments to write ordinances and educate public and develop waste recovery systems
C12	Consider moving to an audit function for all plan review. Ask the fundamental question "why do we require this information (i.e. capturing groundwater parameters, recycling data, etc)?" or continue to hang on to a self-implementing program.
C13	Transition to self-implementing programs and stop hanging on to them, e.g. non-metallic mining.
C15	Have clear direction on who handles consistency issues related to policy and the problems that result.
C16	Streamline application processes with exchange for meaningful AUDITS
C17	Develop skills in outreach/social marketing – staff and managers
C18	Develop more "outreach" and "marketing" skills to directly benefit private citizens, e.g. mercury thermometer grant
C19	Provide better structure/mechanism for staff to reach out to public proactively and educate and inform
C21	Operate Proactively to provide good customer service, e.g. if townships have operated for ten years with no detects, approach them and tell them they can request reducing monitoring rather than waiting for them to call and ask us about it
C25	Streamline processes: 1)Look at current reporting required by program. Look for what data do we really need and use. Then eliminate or reduce the rest. Work with counties on this. Take a hard look at the data we collect and why we are collecting
C7	Have teams of technical waste staff assigned to all facilities, regardless of the location of the facility and review staff so each facility has its own team. May be by type of facility or business. Should be skill-set based.
C9	Limit plan review to most environmentally significant facilities to reflect current staffing levels. This may require statutory changes
D17	Better connect EMS goals, funding, core work, and staff resources
D19	There's more than one way to achieve desired results when working with the public and businesses. How you handle situations can exacerbate tensions or can keep actions and issues from blowing out of proportion. We need to focus on those that draw l
D20	Do not create work to justify management positions. If someone loses a job, they lose a job. Drop the Career Executive Temporary Assignments (CETA).
E1	Use the good professionals willing to help us… increase professional interaction with industry and academia/UW
E12	Develop relationships with citizens/groups to reduce waste and educate
E13	Build constituencies by marketing ourselves and our program
E14	Work across regional lines. Geographic boundaries are artificial. Cross lines when it makes sense to do a job.
E6	Structure staff to work collaboratively on large projects. Focus resources.
E7	Develop and expand links to public and political groups to inform, educate, share on a regular basis
F14	Staff assignments should not be limited by regional boundaries.
G13	Citizen monitoring? – recycling, open burning
I33	Create SWAT review team leaders, for landfills and other crises where progress slows or stops. When special problem arises, assign it to a few people to get it done and move on.

Category Item: Enchance technical capability/consistency

Solution Code   **Solution description**

Solution Code	Solution description
C4	Using data bases as tools for staff to evaluate if an issue is new
E15	Each region must look beyond its borders to consider statewide issues when making decisions.
E5	Get higher quality submittals… create a standard that must be reached before a submittal is considered "in-house" and the clock starts. Kick back those that are too low quality.
F1	Should have statewide technical experts sprinkled around the state and evenly distributed, not just in Central Office
F15	Consolidate plan review staff… dedicate staff to plan review, but don't put them in the same location.
F22	Have program experts.
F4	Have technical review for consistency. Should be a core of people with technical expertise that review approvals before they go out
F8	Reallocate staff statewide to match appropriate classifications with work
H3	Maintain a professional staff specialized and knowledgeable about new science, technologies, etc. and capable of sharing information and providing technical assistance
H6	Encourage professional/technical publication by staff
I15	Organize staff in the Central Office along areas of expertise, work duties, or function, including data management. Align staff with titles of sections. Supervisors should have expertise in the areas that the staff has.
I9	Let technical supervisors identify certain people statewide for knowledge/ability. Break down region/central office barrier. Allow experts to cross borders.

Category Item: Improve IT systems and use of information

Solution Code   **Solution description**

Solution Code	Solution description
1	Put templates on web for industry use.
17	Food waste composting standards – confusing, very cumbersome.
2	Electronic reporting – more technology
22	Web site needs overhaul – hard to get around in.
33	Add automatic compensatory calculation.
6	Web listing of enforcement actions.
8	Electronic tracking of approvals/license request available to everyone.
C24	Increase efficiency of business processes through the use of technology: Annual report electronic reporting, Electronic report submittals (feasibility, PLOP, Plan Mods), Computerize inspection/audit forms, Data collection, consolidation and applications
D8	Improve and expand data management systems -- FIST and GEMS. Integrate SHWMS
G3	Upgrade IT toolset, XP operating system, Office suite productivity tools, Arc GIS
G4	IT staff needs to be increased in waste program
G7	Money for database improvement
G8	Support for databases: enough permanent staff, need money for more staff.
H11	Add internal IT support within the Waste Program
H9	Make sure we have web expertise in the program

Category Item: Less process oriented; be more holistic & results oriented

Solution Code   **Solution description**

12	Eliminate duplicative engineering reviews – contract engineer writes, DNR engineer re-writes. Should be double check to ensure meets regulations only. Don't redo work of others.
26	Review and revamp ch. 289 to make relevant to current landfill technologies. Flexibility to consider technology changes w/o needing code revisions.
27	Move from managing waste to eliminating waste.
28	Performance based requirements vs. prescriptive code based.
3	Use multiple value sets for criteria – land use, business viability, cost
31	Drop things like needs assessment, site life, size – set a maximum landfill size by law.
35	Ban disposal of recyclables entirely.
A10	Go to the root of waste problem - consumption and disposal patterns
A12	Develop guidance for: Low hazard exemption, self-implementing, self-reporting
C11	Drop recycling as it's secondary to protecting health and the environment and involves 13 staff. Or provide more funding for grants.
C12	Consider moving to an audit function for all plan review. Ask the fundamental question "why do we require this information (i.e. capturing groundwater parameters, recycling data, etc)?" or continue to hang on to a self-implementing program.
C16	Streamline application processes with exchange for meaningful AUDITS
C25	Streamline processes: 1)Look at current reporting required by program. Look for what data do we really need and use. Then eliminate or reduce the rest. Work with counties on this. Take a hard look at the data we collect and why we are collecting
C7	Have teams of technical waste staff assigned to all facilities, regardless of the location of the facility and review staff so each facility has its own team. May be by type of facility or business. Should be skill-set based.
C9	Limit plan review to most environmentally significant facilities to reflect current staffing levels. This may require statutory changes
E6	Structure staff to work collaboratively on large projects. Focus resources.
F2	Allocate "proactive" work according to the waste hierarchy (i.e. waste reduction is top priority for technical assistance and plan review)
I24	Organize around the greatest environmental benefit: minimize waste, minimize the impact of landfills
I26	Organize around eliminating persistent, bioaccumulative substances
I27	Focus program
I33	Create SWAT review team leaders, for landfills and other crises where progress slows or stops. When special problem arises, assign it to a few people to get it done and move on.

Category Item: More proactive in anticipating future needs and issues

Solution Code   **Solution description**

10	Look at what other states are doing and make changes using information.
16	Explore / expand manufacturer responsibility to get funding – lessen taxpayer liability.
B4	Require all recycling responsible units to be counties, decreasing the number of responsible units
D13	Remove conflict caused by disposal tipping fees funding the program, i.e. more landfilling = more revenue
D14	Separate funding so no fear of reprisal for policy or decision. Now funded by those regulated, which gives them more power than the public

Category Item: Partner to identify opportunities for less command and control

Solution Code	Solution description
12	Eliminate duplicative engineering reviews – contract engineer writes, DNR engineer re-writes. Should be double check to ensure meets regulations only. Don't redo work of others.
21	Reward innovation – green tier.
25	Work with other agencies to promote waste goals throughout state agencies.
26	Review and revamp ch. 289 to make relevant to current landfill technologies. Flexibility to consider technology changes w/o needing code revisions.
28	Performance based requirements vs. prescriptive code based.
31	Drop things like needs assessment, site life, size – set a maximum landfill size by law.
7	Develop culture of partnerships.
9	Share drafts & discuss – better cooperative environment for approvals.
A12	Develop guidance for: Low hazard exemption, self-implementing, self-reporting
A5	Provide leadership, support local governments to write ordinances and educate public and develop waste recovery systems
C12	Consider moving to an audit function for all plan review. Ask the fundamental question "why do we require this information (i.e. capturing groundwater parameters, recycling data, etc)?" or continue to hang on to a self-implementing program.
C13	Transition to self-implementing programs and stop hanging on to them, e.g. non-metallic mining.
C16	Streamline application processes with exchange for meaningful AUDITS
C18	Develop more "outreach" and "marketing" skills to directly benefit private citizens, e.g. mercury thermometer grant
C21	Operate Proactively to provide good customer service, e.g. if townships have operated for ten years with no detects, approach them and tell them they can request reducing monitoring rather than waiting for them to call and ask us about it
C25	Streamline processes: 1)Look at current reporting required by program. Look for what data do we really need and use. Then eliminate or reduce the rest. Work with counties on this. Take a hard look at the data we collect and why we are collecting
C9	Limit plan review to most environmentally significant facilities to reflect current staffing levels. This may require statutory changes
D12	Develop funding mechanisms and financial incentives consistent with waste minimization and healthy environment
G11	Make counties do enforcement and complaint response
G13	Citizen monitoring? – recycling, open burning

Category Item: Provide opportunities for open discussion of issues

Solution Code	Solution description
9	Share drafts & discuss – better cooperative environment for approvals.
C17	Develop skills in outreach/social marketing – staff and managers
C19	Provide better structure/mechanism for staff to reach out to public proactively and educate and inform
C25	Streamline processes: 1)Look at current reporting required by program. Look for what data do we really need and use. Then eliminate or reduce the rest.

	Work with counties on this. Take a hard look at the data we collect and why we are collecting
E1	Use the good professionals willing to help us… increase professional interaction with industry and academia/UW
E12	Develop relationships with citizens/groups to reduce waste and educate
E7	Develop and expand links to public and political groups to inform, educate, share on a regular basis
F23	Establish/continue research function
I25	Eliminate all regional supervisors and Air&Waste leaders and transform supervisors into outreach leaders

Process Needs

Category Item: Address areas of redundancy

Solution Code | **Solution description**

Solution Code	Solution description
12	Eliminate duplicative engineering reviews – contract engineer writes, DNR engineer re-writes. Should be double check to ensure meets regulations only. Don't redo work of others.
I17	Resolve issue of Waste/RR overlap and inconsistency

Category Item: Address centralized vs decentralized activities

Solution Code | **Solution description**

Solution Code	Solution description
C1	Recentralize plan review for large facilities
F15	Consolidate plan review staff… dedicate staff to plan review, but don't put them in the same location.
F17	Centralize supervision of plan review/audit staff for solid waste work
F18	Complete decentralization of plan review staff

Category Item: Address supervisor to staff ratio

Solution Code | **Solution description**

Solution Code	Solution description
F26	Develop and maintain an acceptable staff to supervisor ration. For example 7 or 8 to 1. Use trust. Staff can have some independence in their work.
F27	Reduce the number of regional supervisors and move the resulting saved resources to specialized supervisors/coordinators in the Central Office. Don't necessarily need 2 supervisors in each region. Reallocate those resources to a centralized technical staff person or group

Category Item: Business practice modifications

Solution Code | **Solution description**

Solution Code	Solution description
8	Electronic tracking of approvals/license request available to everyone.
A12	Develop guidance for: Low hazard exemption, self-implementing, self-reporting
A7	Provide leadership on waste/resource use. Spend time supporting science-based decisions in interest of public health/environment
B4	Require all recycling responsible units to be counties, decreasing the number of responsible units
B5	Program should "stand behind" statutory/code requirements as opposed to "changing" statutes and code through "guidance"
B6	Broaden citation authority in the enforcement process for open burning to streamline the enforcement process.
C21	Operate Proactively to provide good customer service, e.g. if townships have operated for ten years with no detects, approach them and tell them they can request reducing monitoring rather than waiting for them to call and ask us about it

C24	Increase efficiency of business processes through the use of technology: Annual report electronic reporting, Electronic report submittals (feasibility, PLOP, Plan Mods), Computerize inspection/audit forms, Data collection, consolidation and applications
C25	Streamline processes: 1)Look at current reporting required by program. Look for what data do we really need and use. Then eliminate or reduce the rest. Work with counties on this. Take a hard look at the data we collect and why we are collecting
C8	Maintain program control of secondary enforcement actions
D8	Improve and expand data management systems -- FIST and GEMS. Integrate SHWMS
E3	More frequent communication from program management, especially the bureau director. See and hear her more, have more of a presence, show more engagement with the program
F12	Allocate "enforcement" work based on reverse order of hierarchy (i.e. disposal should be top enforcement priority
G11	Make counties do enforcement and complaint response
H10	Need writer/editor skills in the program – guidance, good word, etc.

Category Item: Consistent decision making between regions & CO

   Solution Code   **Solution description**

A9	Policy should be product of "academics" (central office) and "doers" (region)
C14	Consistency concerns related to basic work and duties have unrealistic expectations relative to basic humanism and individuality. People do things differently and we must allow and apply discretion. Forget consistency concerns and move on.
C15	Have clear direction on who handles consistency issues related to policy and the problems that result.
D4	Central office staff should support regional and program business processes
E11	Better communication between the central office and regions and among the regions. Communicate decisions.

Category Item: Ensure communication lines are open to all stakeholders

   Solution Code   **Solution description**

23	Interested party designee – be notified when something comes up.
C19	Provide better structure/mechanism for staff to reach out to public proactively and educate and inform
C23	Put greater focus on external outreach and less on internal process. We get so wrapped up in process, e.g. workplanning, EMS, and team surveys, that we don't succeed in then following through with the results of those processes. Process ? Product.
E12	Develop relationships with citizens/groups to reduce waste and educate

Category Item: Ensure that decisions & priorities are consistent with visions & goals

   Solution Code   **Solution description**

A11	Program goals should drive policy decisions (e.g. 0 waste versus 2000' leachate lines)
A4	Use EMS principles in policy development, i.e. involve internals, externals, everyone from the beginning
D11	Clarify the role and responsibility of teams, sections, work units, etc.
D18	Drop EMS. We did it to become familiar with EMS for our work with businesses who do them. We've gone through it, so we understand it for the waste

	program, but some of the results of our EMS don't make sense. We cannot afford the money or staff fo
I24	Organize around the greatest environmental benefit: minimize waste, minimize the impact of landfills
I27	Focus program

Category Item: Formalize process for internal technical peer review

Solution Code   **Solution description**

C20	Hydros and engineers plan approvals should be reviewed by hydros and engineers with a statewide perspective (probably located in Central Office)
H12	Use of mentors
I33	Create SWAT review team leaders, for landfills and other crises where progress slows or stops. When special problem arises, assign it to a few people to get it done and move on.

Category Item: Increase accountability with staff & management

Solution Code   **Solution description**

D2	Establish clear accountability criteria for BOTH staff and management. People know what's expected of them, are evaluated by that, and there are consequences if the criteria are not met. Meaningful and used performance measures.
D6	Spend less time on process – fewer and better meetings. Too much time spent talking, meeting, planning. Spend more time getting the work done.
D9	More accountability – individual accountability for both staff and managers, managers should assure individual accountability
E15	Each region must look beyond its borders to consider statewide issues when making decisions.
F9	Assumption: Management and supervisors must focus on those activities and facilitate staff, who do the technical work

Category Item: Match business practices w/staffing levels

Solution Code   **Solution description**

C9	Limit plan review to most environmentally significant facilities to reflect current staffing levels. This may require statutory changes

Category Item: Modification to structure and management procedures to gain efficiency and to address staffing

Solution Code   **Solution description**

C3	Central clearing house for expertise/policy decisions
D10	More bottom-up rather than top-down management structure with more weight given to technical staff and the job they do.
E14	Work across regional lines. Geographic boundaries are artificial. Cross lines when it makes sense to do a job.
E6	Structure staff to work collaboratively on large projects. Focus resources.
F10	ALL supervisors, from Al Shea down and including the AW level and regional AW leaders, should be "working" supervisors and do some staff level work.
G5	IT should be managed on a project basis with staff lead by project lead

I10	Regional management should be more involved to prioritize business processes and staff allocation. But, then regions have to agree/follow planned priorities.
I12	Combine into one program, integrating hazardous waste, solid waste, recycling, and R&R to remove artificial sub-program barriers
I14	Revision program structure and relationships to reflect two basic premises: 1) first that the 5 reg sups would co-lead the program (acting as a 5-person ship's cap (or board of directors?) giving out orders for others to carry out) with the bureau di
I16	Consider likely "mergers," which would simplify the program for the public. For example, merge CEA and R&R
I2	WMT has too many members

Category Item: Modifications to landfill siting to make more streamlined and less cumbersome

Solution Code   **Solution description**

3	Use multiple value sets for criteria – land use, business viability, cost
31	Drop things like needs assessment, site life, size – set a maximum landfill size by law.
32	Have informational hearing for all feasibility studies.
40	Address WEPA rules.
B2	Changes to feasibility statutes to reduce "process" efforts, e.g. needs, public notice, hearing. The process has been built up too much.

Category Item: Need to review code requirements and modify to address changes in technology, cumbersome application, etc.

Solution Code   **Solution description**

17	Food waste composting standards – confusing, very cumbersome.
26	Review and revamp ch. 289 to make relevant to current landfill technologies. Flexibility to consider technology changes w/o needing code revisions.
28	Performance based requirements vs. prescriptive code based.
B1	Determine what laws need to be changed to facilitate changing our business model

Category Item: Plan review modifications for streamlining, review criteria, and to address problems with review

Solution Code   **Solution description**

3	Use multiple value sets for criteria – land use, business viability, cost
31	Drop things like needs assessment, site life, size – set a maximum landfill size by law.
41	More realistic review times based on size of facility and complexity.
5	Coordinate rule and regulations w/legislation.
9	Share drafts & discuss – better cooperative environment for approvals.
C12	Consider moving to an audit function for all plan review. Ask the fundamental question "why do we require this information (i.e. capturing groundwater parameters, recycling data, etc)?" or continue to hang on to a self-implementing program.
C16	Streamline application processes with exchange for meaningful AUDITS
C6	Earlier identification of precedence issues for plan review and enforcement. Early in plan review or enforcement work, identify issues so can handle up front, not at the end of the process.

D17	Better connect EMS goals, funding, core work, and staff resources
E5	Get higher quality submittals… create a standard that must be reached before a submittal is considered "in-house" and the clock starts. Kick back those that are too low quality.

Category Item: Staff work in jobs of their tech expertise

Solution Code   **Solution description**

F7	Foster specialization within regions, especially SCR. Have at least one hazardous waste, one solid waste and one recycling specialist per region. Have more specialization.
F8	Reallocate staff statewide to match appropriate classifications with work
H12	Use of mentors

Category Item: Strengthen direction/leadership w/in individual waste program areas

Solution Code   **Solution description**

42	Specific staff suggestion including flow-chart: Work units defined more by core function than geography. Units with a narrower Focus to foster expertise, consistency, and camaraderie; and second to bring together staff to work on innovations
H5	Build up hazardous waste technical knowledge in order to have specialization in each region. Need more hazardous waste guidance.
I11	Keep subject teams (environmental monitoring, solid waste, hazardous waste, special waste, and recycling)
I18	Organize along programmatic sections for ease of our customers.

Training Needs:

Category Item: Draft career development plan training for EM employees to consider using

Solution Code **Solution description**

F13	Evaluate skill sets instead of seeking new hires. Develop skills in existing staff.
F19	Set maximum of 2 specialties per generalist
F22	Have program experts.
H1	Don't' try to teach everyone to do every thing
H3	Maintain a professional staff specialized and knowledgeable about new science, technologies, etc. and capable of sharing information and providing technical assistance
H6	Encourage professional/technical publication by staff
I8	Match skill sets of employees to sections and teams

Category Item: Establish informal staff mentor assignments

Solution Code **Solution description**

H12	Use of mentors
H16	Establish a mentor program/system, putting new people with senior staff

Category Item: Establish public outreach I&E campaign on WM health/safety and environmental protection with externals

Solution Code **Solution description**

C17	Develop skills in outreach/social marketing – staff and managers
E12	Develop relationships with citizens/groups to reduce waste and educate
E13	Build constituencies by marketing ourselves and our program
E8	Tell the Waste Story, get out the good word, especially on the hazardous waste program, 2nd priority on solid waste
E9	More time for education and public outreach
I1	Fewer teams. Fewer members per team. Fewer permanent teams; more short-term teams.
I9	Let technical supervisors identify certain people statewide for knowledge/ability. Break down region/central office barrier. Allow experts to cross borders.

Category Item: Est. tech training curriculum for specialist, hydros, engineers (inc. IT)

Solution Code **Solution description**

A8	Need more hazardous waste policy and rule making expertise
D1	Streamline the posting of policy, publications, and technical reference material so that all staff may easily access them

F13	Evaluate skill sets instead of seeking new hires. Develop skills in existing staff.
F19	Set maximum of 2 specialties per generalist
F23	Establish/continue research function
F6	Nearly everyone should be on a team, to help people keep the big picture in mind and to share ownership of program implementation
G3	Upgrade IT toolset, XP operating system, Office suite productivity tools, Arc GIS
H1	Don't' try to teach everyone to do every thing
H10	Need writer/editor skills in the program – guidance, good word, etc.
H13	Need ongoing staff training
H14	Provide money for training: internally 2 times per year, externally as needed per individual to keep up with technology
H15	Have statewide meetings and training
H2	Mandatory IT training for all staff with minimum levels of ability. Part of performance evaluation
H3	Maintain a professional staff specialized and knowledgeable about new science, technologies, etc. and capable of sharing information and providing technical assistance
H5	Build up hazardous waste technical knowledge in order to have specialization in each region. Need more hazardous waste guidance.
H6	Encourage professional/technical publication by staff
H7	Maintain technical knowledge by funding training of staff and buying technical journals
H8	Ensure technical staff have appropriate training/technical oversight
I8	Match skill sets of employees to sections and teams

Trust Needs

Category Item: Acknowledge political pressures but ensure that decision making is not based solely on those pressures – get all partners concerns, then weigh with environmental goals and mission.

Solution Code   **Solution description**

Solution Code	Solution description
3	Use multiple value sets for criteria – land use, business viability, cost
9	Share drafts & discuss – better cooperative environment for approvals.

Category Item: Address perception that outcomes being pre-decided.

Solution Code   **Solution description**

Solution Code	Solution description
A1	Develop policy to encourage activities according to the waste hierarchy (reduce, reuse, recycle, compost, energy recovery, incineration, disposal)
A11	Program goals should drive policy decisions (e.g. 0 waste versus 2000' leachate lines)
D13	Remove conflict caused by disposal tipping fees funding the program, i.e. more landfilling = more revenue
D14	Separate funding so no fear of reprisal for policy or decision. Now funded by those regulated, which gives them more power than the public
D17	Better connect EMS goals, funding, core work, and staff resources
G6	Decrease dependence on regulated industry for program funding as this is a conflict of interest. Find new sources of money – one idea is a fee for all waste generators

Category Item: Decision-making based on defined/directed program and dept goals and mission.

Solution Code   **Solution description**

Solution Code	Solution description
3	Use multiple value sets for criteria – land use, business viability, cost
A1	Develop policy to encourage activities according to the waste hierarchy (reduce, reuse, recycle, compost, energy recovery, incineration, disposal)
A11	Program goals should drive policy decisions (e.g. 0 waste versus 2000' leachate lines)
D17	Better connect EMS goals, funding, core work, and staff resources
F2	Allocate "proactive" work according to the waste hierarchy (i.e. waste reduction is top priority for technical assistance and plan

Category Item: Open communication needs to be fostered w/all stakeholders.

Solution Code   **Solution description**

Solution Code	Solution description
11	DNR needs to educate the public on what their role is in waste management, landfill siting, etc.
14	DNR do more education/informational meetings – town boards, sectors, etc.
19	Continue to hold focus groups. Good to have on-going conversations with partners.
25	Work with other agencies to promote waste goals throughout state agencies.

32	Have informational hearing for all feasibility studies.
34	Mandatory information hearing in 3rd week of 60 day comment period for public input.
4	Adopt a legislator
6	Web listing of enforcement actions.
7	Develop culture of partnerships.
C19	Provide better structure/mechanism for staff to reach out to public proactively and educate and inform
C22	Establish "bridges" with legislators as externals have to decrease mistrust and to lead to more balance in legislature's response
E12	Develop relationships with citizens/groups to reduce waste and educate
E7	Develop and expand links to public and political groups to inform, educate, share on a regular basis
E9	More time for education and public outreach
G12	Build alliances with WTA, League of Municipalities, etc.
G13	Citizen monitoring? – recycling, open burning
H17	Help to public to understand the need for flexibility in the program (see under Consistency)

Category Item: Stakeholder involvement not clearly defined in decision making – internal and external.

Solution Code   **Solution description**

21	Reward innovation – green tier.
7	Develop culture of partnerships.
9	Share drafts & discuss – better cooperative environment for approvals.

Category Item: Top management to gain trust of staff

Solution Code   **Solution description**

B5	Program should "stand behind" statutory/code requirements as opposed to "changing" statutes and code through "guidance"
C10	Have no new mandates/work without resources, this includes what we do to ourselves through rules, etc.
C23	Put greater focus on external outreach and less on internal process. We get so wrapped up in process, e.g. workplanning, EMS, and team surveys, that we don't succeed in then following through with the results of those processes. Process ? Product.
D20	Do not create work to justify management positions. If someone loses a job, they lose a job. Drop the Career Executive Temporary Assignments (CETA).
D9	More accountability – individual accountability for both staff and managers, managers should assure individual accountability
E10	Provide better channels of communication among staff and between staff and managers
E11	Better communication between the central office and regions and among the regions. Communicate decisions.
E3	More frequent communication from program management, especially the bureau director. See and hear her more, have more of a presence, show more engagement with the program
E4	Management and staff must be accountable for work products, process, and behavior. Management should be doing administrative and supervisory work, not technical. Staff should not be the decision makers.
F11	Follow through on work (especially policy and guidance development) to completion. Don't make promises we can't keep.
F20	Define central office versus region roles and responsibilities
F26	Develop and maintain an acceptable staff to supervisor ration. For example 7 or 8 to 1. Use trust. Staff can have some independence in their work.

H14	Provide money for training: internally 2 times per year, externally as needed per individual to keep up with technology
H6	Encourage professional/technical publication by staff

Customer Service Needs

Category Item: Develop system of communication that produces open exchange and use of ideas from both internal and external shareholders:

Solution Code   **Solution description**

A5	Provide leadership, support local governments to write ordinances and educate public and develop waste recovery systems.
C5	Acknowledge that "consistency" does not equal "mimic." Process needs to be constant and consistent, but the outcomes may not be.
C17	Develop skills in outreach/social marketing – staff and managers.
C18	Develop more "outreach" and "marketing" skills to directly benefit private citizens, e.g. mercury thermometer grant.
C19	Provide better structure/mechanism for staff to reach out to public proactively and educate and inform.
C23	Put greater focus on external outreach and less on internal process. We get so wrapped up in process, e.g. workplanning, EMS, and team surveys, that we don't succeed in then following through with the results of those processes. Process? Product. The process shouldn't be the goal.
C26	Consistency Concerns: 6) Need to be able to recognize and treat differently good, responsible players vs. irresponsible players. Need to help public understand that, yes, sometimes we do handle situations differently depending on a businesses history and performance
E7	Develop and expand links to public and political groups to inform, educate, share on a regular basis.
E8	Tell the Waste Story, get out the good word, especially on the hazardous waste program, 2nd priority on solid waste.
E9	More time for education and public outreach.
E12	Develop relationships with citizens/groups to reduce waste and educate.
G12	Build alliances with WTA, League of Municipalities, etc.
H17	Help to public to understand the need for flexibility in the program (see under Consistency).
6	Web listing of enforcement actions.
7	Develop culture of partnerships.
11	DNR needs to educate the public on what their role is in waste mgmt, landfill siting, etc.
14	DNR do more education/informational meetings – town boards, sectors, etc.
19	Continue to hold focus groups. Good to have on-going conversations with partners.
23	Interested party designee – be notified when something comes up.
24	Recycling markets directory needs to be improved.
25	Work with other agencies to promote waste goals throughout state agencies.
32	Have informational hearing for all feasibility studies.
34	Mandatory information hearing in 3rd week of 60 day comment period for public input.
C22	Establish "bridges" with legislators as externals have to decrease mistrust and to lead to more balance in legislature's response.
4	Adopt a legislator.

Category Item: Coordinate and communicate better with other programs

Solution Code   **Solution description**

Solution Code	Solution description
A12	Develop guidance for: Low hazard exemption, self-implementing, self-reporting.
C3	Central clearing house for expertise/policy decisions.
C6	Earlier identification of precedence issues for plan review and enforcement. Early in plan review or enforcement work, identify issues so can handle up front, not at the end of the process.
D1	Streamline the posting of policy, publications, and technical reference material so that all staff may easily access them.
E3	More frequent communication from program management, especially the bureau director. See and hear her more, have more of a presence, show more engagement with the program.
E10	Provide better channels of communication among staff and between staff and managers.
E11	Better communication between the central office and regions and among the regions. Communicate decisions.
E15	Each region must look beyond its borders to consider statewide issues when making decisions.
F4	Have technical review for consistency. Should be a core of people with technical expertise that review approvals before they go out.
9	Share drafts & discuss – better cooperative environment for approvals.
20	Loaner copy of things like feasibilities – make easy to access and not over costly.
29	Use video conferencing more.

Category Item: Coordinate and communicate better with other programs; More outreach and training (staff and stakeholders):

Solution Code   **Solution description**

Solution Code	Solution description
A8	Need more hazardous waste policy and rule making expertise.
C2	Organize peer review process for plan review.
F7	Foster specialization within regions, especially SCR. Have at least one hazardous waste, one solid waste and one recycling specialist per region. Have more specialization.
F22	Have program experts.
H3	Maintain a professional staff specialized and knowledgeable about new science, technologies, etc. and capable of sharing information and providing technical assistance.
H6	Encourage professional/technical publication by staff.
H14	Provide money for training: internally 2 times per year, externally as needed per individual to keep up with technology.
H16	Establish a mentor program/system, putting new people with senior staff.
C24	Increase efficiency of business processes through the use of technology: Annual report electronic reporting, Electronic report submittals (feasibility, PLOP, Plan Mods.), Computerize inspection/audit forms, Data collection, consolidation and applications.
D8	Improve and expand data management systems -- FIST and GEMS. Integrate SHWMS.
G4	IT staff needs to be increased in waste program.
G7	Money for database improvement.

G8	Support for databases: enough permanent staff, need money for more staff.
H11	Add internal IT support within the Waste Program.
1	Put templates on web for industry use.
2	Electronic reporting – more technology.
8	Electronic tracking of approvals/license request available to everyone.
22	Web site needs overhaul – hard to get around in.

Category Item: Improve consistency and predictability with deadlines in decision making so customers know what they are getting and when:

Solution Code   Solution description

C26	Consistency Concerns: 1) Can/should be consistent in the application of policy, but must consider flexibility from facility-to-facility where you must consider site-specific factors.
C26	Consistency Concerns: 2) Forget about consistency in policy and implementation and think in terms of legality and what state law is. Apply the laws of the state, but how you apply them depends on what and where.
C26	Consistency Concerns 4) Develop environmental program criteria consistent among DNR programs. Now different programs have different standards for what's protective
C26	Consistency Concerns: 5) Promote consistency in interpreting codes and in regulation.
D2	Establish clear accountability criteria for BOTH staff and management. People know what's expected of them, are evaluated by that, and there are consequences if the criteria are not met. Meaningful and used performance measures.
D3	Track and reward productivity.
D9	More accountability – individual accountability for both staff and managers, managers should assure individual accountability.
E4	Management and staff must be accountable for work products, process, and behavior. Management should be doing administrative and supervisory work, not technical. Staff should not be the decision makers.
F11	Follow through on work (especially policy and guidance development) to completion. Don't make promises we can't keep.
F20	Define central office versus region roles and responsibilities.
	b) INCREASE STAFF FLEXIBILITY
C7	Have teams of technical waste staff assigned to all facilities, regardless of the location of the facility and review staff so each facility has its own team. May be by type of facility or business. Should be skill-set based.
E6	Structure staff to work collaboratively on large projects. Focus resources.
F1	Should have statewide technical experts sprinkled around the state and evenly distributed, not just in Central Office.
F8	Reallocate staff statewide to match appropriate classifications with work.
I33	Create SWAT review team leaders, for landfills and other crises where progress slows or stops. When special problem arises, assign it to a few people to get it done and move on.

Category Item: Keep deadlines and make timely decisions (consider business costs):

Solution Code   **Solution description**

Solution Code	Solution description
A2	Trust business more (e.g. self-inspection, streamline plan review), but ENFORCE SWIFTLY and to the full extent of the law, if trust is broken.
A3	Trust industry more on compliance but less on policy development.
B2	Changes to feasibility statutes to reduce "process" efforts, e.g. needs, public notice, hearing. The process has been built up too much.
C12	Consider moving to an audit function for all plan review. Ask the fundamental question "why do we require this information (i.e. capturing groundwater parameters, recycling data, etc.)?" or continue to hang on to a self-implementing program.
C16	Streamline application processes with exchange for meaningful AUDITS.
C21	Operate Proactively to provide good customer service, e.g. if townships have operated for ten years with no detects, approach them and tell them they can request reducing monitoring rather than waiting for them to call and ask us about it.
C25	Streamline processes: 1) Look at current reporting required by program. Look for what data do we really need and use. Then eliminate or reduce the rest. Work with counties on this. Take a hard look at the data we collect and why we are collecting it.
C26	Consistency Concerns: 3) Don't get bogged down in consistency concerns.
D6	Spend less time on process – fewer and better meetings. Too much time spent talking, meeting, planning. Spend more time getting the work done.
H4	Talk less, read more! Get on with it. Stop talking and meeting about topics and move on.
12	Eliminate duplicative engineering reviews – contract engineer writes, DNR engineer re-writes. Should be double check to ensure meets regulations only. Don't redo work of others.
17	Food waste composting standards – confusing, very cumbersome.
18	Need to address problems w/contested case hearings and whether or not they are worth holding. Need better system for public participation.
26	Review and revamp ch. 289 to make relevant to current landfill technologies. Flexibility to consider technology changes w/o needing code revisions.
28	Performance based requirements vs. prescriptive code based.
30	Too much duplication in report requirements – costs too much.
31	Drop things like needs assessment, site life, size – set a maximum landfill size by law.

Category Item: **Improve productions (timeliness and quality of work) by using staff and other resources in new and innovative ways:**

Solution Code **Solution description**

C7	Have teams of technical waste staff assigned to all facilities, regardless of the location of the facility and review staff so each facility has its own team. May be by type of facility or business. Should be skill-set based.
E6	Structure staff to work collaboratively on large projects. Focus resources.
F1	Should have statewide technical experts sprinkled around the state and evenly distributed, not just in Central Office.
F8	Reallocate staff statewide to match appropriate classifications with work.
I33	Create SWAT review team leaders, for landfills and other crises where progress slows or stops. When special problem arises, assign it to a few people to get it done and move on.

Category Item: Improve program management within existing structure, policies, and procedures:

Solution Code **Solution description**

C26	Consistency Concerns: 7) Statewide consistency of allocation and work planning (i.e. all regions get same resources) doesn't make sense. Need to recognize regional difference, both physical differences (i.e. large geographic area requires more travel) and scope, nature and complexity of the businesses in the area. "Equality" of budgets is not real.
C10	Have no new mandates/work without resources, this includes what we do to ourselves through rules, etc.
D20	Do not create work to justify management positions. If someone loses a job, they lose a job. Drop the Career Executive Temporary Assignments (CETA).
F21	Support staff are necessary. Technical staff members are not typists. Staff could use help with mailing, data entry, typing, information tracking, "failure for fee." They need program assistants that can assist staff, not who have other jobs and thus do not have time or are not open to helping staff with these other tasks.
F24	Plan review staff should be physically in the regions if they are assigned there. Move C/D staff into the regions.
F25	Technical staff in technical positions = job satisfaction.
G14	We need pool cars.
I8	Match skill sets of employees to sections and teams.
I31	Reallocation should be continuous and simplified in the Air/Waste Division. Specifically, when a staffing need arises, look internally for hires to the other programs instead of outside the agency, especially if other programs facing down sizing.
I32	Have a dual career path system, with a technical career ladder. Don't make technical staff enter management to be promoted.
13	Need to change inequity of landfill tipping fees between states.

Category Item: Change organizational structure to improve operations:

Solution Code   **Solution description**

F3	Improve staff to supervisor ratio. Should be somewhere between 8 and 13 to 1.
I4	Realign sections with programs (solid waste, hazardous waste, recycling).
I5	In Central Office have one section and one supervisor for each major program area -- solid waste, hazardous waste, recycling – with further staff specialization within.
I11	Keep subject teams (environmental monitoring, solid waste, hazardous waste, special waste, and recycling).
I16	Consider likely "mergers," which would simplify the program for the public. For example, merge CEA and R&R.
I17	Resolve issue of Waste/RR overlap and inconsistency.
I18	Organize along programmatic sections for ease of our customers.
I19	Set up along functional lines – solid waste, hazardous waste, recycling, mining.
I20	Have programmatic sections rather than functional sections as now organized.
I21	Central office sections by program – mining, recycling, hazardous waste, solid waste.
I29	Have logical sections as a working structure in the Central Office. Have the 3 programs be the 3 sections – solid waste, hazardous waste, recycling – and then have a group of people or team to provide support (info/education, computer, etc.) for all 3 sections.